

Army Management Staff College

Volume 1, Issue 2

April 2007



AMSC



NEWS

Commandant's Corner

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Discover *your* vision

By Col. Garland H. Williams
Commandant

Welcome back to AMSC News! We appreciate all of your many favorable comments on our first issue and believe that we have successfully taken your suggestions into account for this quarter's interaction.

In this second issue, we provide a variety of topics that hopefully will stimulate your thinking on leadership, leadership development and strategic planning. John Harrison Sr.'s article, in particular, provides a unique view on vision that should be taken to heart. To further Harrison's argument, many believe that vision statements belong solely to the commander or to the director of an organization. But because a good vision also succinctly expresses intent, all supervisors at all levels should prepare and express a vision that neatly nests within their higher headquarters.

A complete vision statement answers key questions like where do you want the organization to be in five years? What is the organizational path to reach that goal? What intermediate steps does the organization need to plan for and achieve to reach the overall goal? This list is not all inclusive, but gets at the gist of how to begin to structure a working vision statement. At each level of the organization, this needs to be built to fit the breadth and scope of the organizational mission.

There is another necessary step be-



Col. Garland H. Williams

fore you can put your vision to work. It sounds basic, but you need to tell your people!

A vision statement that is not communicated has zero power. Take the time to communicate the vision to your subordinates so they will know specifically how their piece fits into the bigger whole. It can put meat on their performance objectives; it can provide structure to their work day; and it can quickly increase effectiveness across an organization.

Communication between superiors and subordinates is key, and communicating your vision statement promotes the buy-in necessary for mission success. Again, welcome back to AMSC News — we hope you enjoy this issue!

Academic Center

AMSC News Briefs



**Army Management Staff College
Fort Belvoir**

AMSC News is a quarterly online publication designed to provide a forum that promotes the delivery and development of civilian and military leadership education, says Commandant Col. Garland H. Williams. An Editorial Board reviews content prior to publication. The Board welcomes your feedback. Please send your comments to

amscnews@belvoir.army.mil

or write to:

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Next Edition: July 2007

AMSC welcomes Soldier of Wounded Warrior Program

Spc. Glen Carey, an orthopedic specialist from the 2290th U.S. Army Reserve Hospital, is now volunteering at Army Management Staff College.

Carey comes to AMSC through the Wounded Warrior Program at Walter Reed Army Medical Center. He will assist with duties in the Registrar's Office.

Carey, an Alexandria resident, said he looks forward to the opportunity to help out.

Since AMSC launched the Civilian Education System in January, the phones are ringing off the hook and hundreds of e-mails are sent on a daily basis to the Registrar's Office.

Carey will assist with administrative duties at the college.

"For me it feels really good to

actually do something whether it be answering phones or printing something,"

Carey said.

"I feel great just being here."

Carey injured his knee during physical training exercises while serving in Bosnia from December 2005 to October 2006.

Following his return home to United States, he sought treatment for a wrist injury.

Carey is undergoing physical therapy at Walter Reed and has plans for surgery on his wrist.



Spc. Glen Carey

AMSC gears up for 2nd annual Leadership Workshop

The Army Management Staff College is hosting its 2nd annual Leadership Workshop May 15-17, 2007. This year's theme is "Building the Bench . . . Developing Future Leaders." All Department of the Army members are invited to hear guest speakers present their perspectives on Building the Bench across academia and the federal government. The guest speakers and panelists will provide a forum for in-depth discussion on topics such as developing Pentathletes who can lead through the 21st Century.

The cost to attend is \$70, which includes admission, meals, bus transportation and workshop materials.

For more information, a schedule, a complete list of speakers and an application, please visit <http://www.amsclbelvoir.army.mil/symp>

For further questions, please call (703) 805-4747/4744 or e-mail AMSCOperations@amsclbelvoir.army.mil

Feature

Sharing in a vision

AMSC educates leaders in support of warfighter



By John L. Harrison, Sr., SPHR
Civilian Education System
Professor

“I would encourage everyone, no matter where you serve or what organization you are a part of, to take time and seek a clearer understanding of your organization’s vision, mission and goals.”

In a book titled “Honored Feathers of our Fathers,” Robert L. Boggs, Ph.D., discusses the role of the medicine shield in Native American culture.

Boggs says that every brave person in a tribe possessed a ‘vision’ shield and that these shields were very personal, reflected who that person was, what they sought to be, and what they loved, feared and dreamed of. The shields were prominently displayed outside of their tents, where others could both see and learn from them. Native Americans, according to the author, “. . . literally carried and displayed their visions wherever they went.” Visions . . . and what they sought to be.

The book caused me to think about the visions my friends and colleagues at Fort Belvoir and at Fort Leavenworth, Kan. shared and acted upon when developing the pilot Civilian Education System (CES) programs.

The CES era began with the graduation of the first Intermediate Course at Fort Leavenworth in November 2006 and the inaugural CES Basic Course in December 2006.

The Fort Belvoir campus commenced its first Intermediate and Advanced courses on Jan. 22, 2007. Our college hallways and

seminar rooms have ‘come alive’ again with the sounds of students, learning and intellectual growth. The Army Management Staff College vision is “Educating leaders in support of the warfighter, becoming the Center of Excellence for leadership and management education and developing the professional Army Civilian Corps to lead in a joint environment.”

As the staff and faculty moves forward in 2007 to fulfill the AMSC vision, I’m confident we, too, will display our vision in our seminars and in our people while looking upon our duties as opportunities to grow along with our students.

Boggs encourages us to display our vision “unabashedly . . .” believing that by doing so we encourage others to realize their visions.

I would encourage everyone, no matter where you serve or what organization you are a part of, to take time to seek a clearer understanding of your organization’s vision, mission and goals.

Find and refine the vital role you play in the realization of those visions.

In doing so, and doing so often, may all of us find greater meaning in our lives and inspire others around us to discover and live their “vision.”

In the Spotlight

Meet the dean

Academic leader highlights vision, goals for AMSC

By Jennifer Brennan

Marketing Specialist/Public Affairs Officer

Pamela Raymer followed her mother's footsteps when she set out on a career path.

Her mother was a teacher.

"She always wanted one of her kids to be a teacher and I was the one," Raymer said of her mother.

Raymer eventually became a 6th-grade teacher, school counselor and professor at college and university levels.

That's simply the teaching part of Raymer's career.

Today, Raymer has a doctorate in education from the University of Louisville and leads as the Army Management Staff College Dean of Academics.

The Kentucky native has dedicated almost 24 years in civil service to supporting the Soldier in various capacities. Prior to Raymer's arrival at AMSC in January 2007, she was a Quality Assurance Office and Staff Faculty Director at the U.S. Army Fires Center, formerly the U.S. Army Field Artillery Center in Fort Sill, Okla.

She now lives in Springfield and said she's adjusting to the traffic in Northern Virginia.

"I really didn't envision myself here but I'm very excited because I think this is an important program," Raymer said of the Civilian Education System at AMSC.

Now that Raymer's at AMSC, she's excited about the future



Photo by Jennifer Brennan

Dean of Academics Pamela Raymer, Ed.D., arrived at Army Management Staff College in January 2007.

prospects.

Raymer is excited with the opportunities at AMSC to apply her instructional design skills, teaching experiences and work in TRA-DOC.

"We have a college that's filled with talented and bright people that love to teach, so I'm very excited to work with them."

Educating leaders in support of the warfighter, making AMSC the Center of Excellence for leadership and management education, and developing the professional Army Civilian Corps to lead in a joint environment is AMSC's vision. A smile came across Raymer's face when she focused on AMSC as a Center of Excellence for civilian leadership.

"I think there is a lot of excitement across the Army with what we have to offer," Raymer said.

After the students graduate from

the CES, Raymer said she hopes they have enhanced leadership skills, better awareness of their capabilities and a greater understanding of how the Army runs.

"I want them to walk out of here with actionable knowledge — techniques that they can use as leaders to support the Army's mission," Raymer added.

Raymer outlined her goals, starting with the CES courses (Foundation, Basic, Intermediate and Advanced).

"The courses that we have are just the beginning. I believe that CES can be more than four courses," Raymer said.

Raymer discussed the gap for civilians between graduating from the Advanced Course and attending the Senior Service College. Raymer said she'd like to see a

"We have a college that's filled with talented and bright people that love to teach so I'm very excited to work with them."

CES Update

Intermediate Course



By Jack Hart
Intermediate Course Director

The Intermediate Course is off and running and based on student comments we are well on our way to delivering

exactly what the Army wants for developing its civilian leaders.

The third delivery of the Intermediate Course at the Fort Belvoir and Fort Leavenworth, Kan. campuses began March 12.

The initial Intermediate Course was delivered in October at Fort Leavenworth with 23 civilians and one military officer attending.

The second delivery of the Intermediate Course took place on Jan. 22 at Fort Belvoir with 31 students.

Instructional content includes leadership, management and organizational diagnosis, with an emphasis on missions and functions at the direct supervisory level.

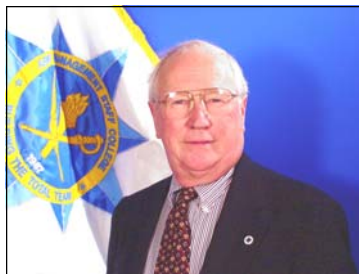
The course focuses on critical thinking skills and applying what is learned in the workplace. Methods of instruction are highly experiential and reflective.

Each campus will deliver Intermediate Course sessions every month through September 2008.

John L. Harrison, Sr., CES professor, holds up a leadership model designed by Peter Slusar, an Intermediate Course student.



Advanced Course



By Jim Jagielski
Advanced Course Director

Sixty students crossed the stage in Thurman Lecture Hall on March 2 and walked away as graduates of Class 07-

1, the Civilian Education System (CES) Advanced Course pilot class. It is hard to believe that the work we started on the CES in the summer of 2005 has already resulted in graduates from the Advanced Course as well as several previous classes of graduates from the Basic and Intermediate Courses. The Advanced Course has a 66-hour distributed Learning (dL) phase before the four -week resident phase. It is intended for students to complete the dL phase at their home stations prior to arrival at the Fort Belvoir Campus. Due to delays in the development of the dL lessons, Class 07-1 students completed their dL lessons while in residence. Future classes will work on the dL lessons at their home stations. What is different between the Advanced Course and the legacy Sustaining Base Leadership and Management Course (SBLM)? The SBLM Program was grade-based, primarily GS 11-14. Our students are now managers or supervisors of supervisors with a focus on indirect leadership. Thus, the role of the manager in the strategic environment is our main focus.



Porfirio R. Horcasitas (left) and Lorna J. Hu, work on an assignment in the Advanced Course 07-1 pilot class.

Academic Center

Last Sustaining Base Leadership Management Non-resident Program Class to graduate

By Rich Watts
Professor

The final chapter of Army Management Staff College's Sustaining Base Leadership and Management Non-resident Program is being written with the graduation of the NR Class 2007 on April 25, 2007.

The last SBLM NR class to graduate culminates a year long distributed Learning (dL) journey for 48 students. The 2007 SBLM Non-resident Program class is the final installment and brings the total number of NR graduates to 763 for the college.

From its inception, the NR Program was a textbook example of transformation from the traditional learning methodology to one embracing technological and electronic capabilities into the adult dL environment. The initial distance delivery was conducted in two on-site locations starting in 1992. The delivery provided extremely valuable student input and important information; however, the test did not meet the requirement for a worldwide dL program. Following the pilot sessions, the program underwent extensive design and development to standup a program to address a worldwide student base in 1995.

The worldwide test program was the beginning of the NR evolution to today's program. The NR Program was clearly a successful marriage of evolving adult learning theory, technological development and design of dL curricula. The level of success was routinely recognized by many academic institutions struggling with the demand and rapid development of dL curricula. Many sought out the SBLM Non-resident faculty to learn about this creative and revolutionary approach to education. The NR Program brought to adult learning and leader development creative and innovative approaches that at the time were considered state-of-the-art applications and learning platforms that built upon the progressive learning theories incorporated in the AMSC resident experience.

At the time, few academic institutions were as deeply en-

gaged and as advanced in the application of adult learning theory in online delivery of education. The Non-resident faculty was, to say the least, at the cutting edge of dL at every step in the development of the NR Program.

The NR Program was not the typical dL experience. The student significantly benefited from intense interaction with NR faculty and classmates, both individually and in the seminar setting. Faculty provided the student with outstanding coaching, counseling and mentoring throughout the year long programs. The NR faculty dedication and involvement in the seminar-based structure contributed significantly to the students bonding, teambuilding and collaborative learning. Students' expertise and experience was an integral part of their academic and team successes.

"One of the many benefits of the program was that students were able to engage in this demanding educational experience while they were continuing their real world occupations in their organizations throughout the world."

One of the many benefits of the program was students were able to engage in this demanding educational experience while they were continuing their real world occupations in their organizations throughout the world.

This not only enriched the learning process, but afforded their organizations, colleagues and subordinates the rich educational and

professional growth of these talented students. Many assignments provided immediate benefit to the student in that environment and to their supervisors as they participated in the students' academic assignments. This curriculum design, deliberately designed by an innovative faculty, produced a win-win leader education for the Army.

The NR Class 2007 as with previous classes will complete their studies with a week of resident capstone and graduation. This final Transition Week brings to culmination the NR experience with the intent to prepare these graduates for the journey forward into the future. The 2007 Transition Week will mark the last Gettysburg Staff Ride at the college, a traditional experience for all SBLM graduates. Transition Week is not the end, but is intended to be the beginning of the lifelong learning process building upon the

Command Programs Recap



By Patrick Cathcart
Command Programs
Director

“The intent of the program is to increase the proficiency of garrison and installation mission element staffs in responding to natural and man-made crises.”

Installation Force Protection Exercise to assist garrisons in responding to crises

What’s an If-Pex? (Probably not what you’d think . . .)

The Installation Force Protection Exercise (IFPEX) program is a major AMSC Command Programs effort for fiscal year 2007. In addition to delivery of the General Officer Installation Command, Garrison Precommand and Garrison Command Sergeant Major courses, we are now executing a significant Army-wide training program at the installation level. The intent of the program is to increase the proficiency of garrison and installation mission element staffs in responding to natural and man-made crises. Regardless of whether it is a bad storm or a terrorist attack, the threats to resident and employed populations can be significant. Garrison commanders and their staffs must be able to respond appropriately to the events and then deal effectively with their consequences.

Although IFPEX history goes back to October 2001, it wasn’t funded until March 2006 for deployment in October 2006 — at the beginning of fiscal year 2007. The College manages delivery of the program for the Army’s G3/5/7 and the Installation Management Command.

IFPEX has three components — two related, on-site, training events and one stand-alone, online training system. A two-day training seminar is presented at each of 68 active Army sites about once every two years. These seminars, presented to commanders and their staffs and representatives

of supporting organizations from both on and off the installation, focus on subjects that installation leaders believe they and their staffs need to improve. The subjects discussed during the seminars are identified by involved commanders prior to conducting the training. About 90 days after every seminar, each site will undergo the second half of their IFPEX training—a two-day, command post exercise (CPX) that gives the involved commander and staff an opportunity to demonstrate what they learned during the seminar and other capabilities that they may have sharpened during the intervening three months since their seminar was conducted. The CPX focuses on force protection practices, anti-terrorism measures and crisis or consequence management procedures. It involves a scenario-driven exercise that runs throughout most of a day and is tailored to highlight subjects that the commander selected for emphasis before the seminar. It is delivered in a way that simulates some of the stresses that the staff might experience in a real-world situation. On the second day of the CPX, the trainers conduct focused after action reviews for the different functional specialists on the staff, and then they conduct a collective AAR for the entire installation command and staff team. Upon completion of the seminar, the AMSC Commandant provides the garrison commander and HQ

See PROGRAMS on Page 14

Faculty Development

The “Greening” of Army Civilian Leaders



Lisa Rycroft

By Lisa Rycroft
Faculty Development Director

Ask any Department of the Army civilian why they do what they do, and you will

most likely hear, “to support the Soldier.” Some civilians work closer to Soldiers than others, but we are all within “six degrees of separation” to the Soldier.

Many civilians would like to be closer than that and will take the opportunity to become “green.”

“Greening” is a term used to describe the activities that civilians participate in to get empathy for the Soldiers and to understand the history and culture of the Army.

These activities are in real or simulated operational settings. The ultimate purpose is to be able to support the Soldiers, their families and the Army better.

In U.S. Army Training and Doctrine Command Policy Letter 13, dated Nov. 7, 2006, Gen. William S. Wallace, TRADOC commanding general, wrote of his commitment to civilian leader development of which greening is a part. The Army needs civilian leaders who are strong, adaptive, and innovative.

The Army needs civilian leaders who are expert learners. The basis of adult learning theory is that adults learn best by doing something and then applying the experience to what they already know. What better way

to gain these characteristics than through personal experiences.

There are lots of Army civilians who have prior military experience. They have been greened, and for some it was a 20-year experiential learning process! Not to say they can’t benefit from new greening activities, since the Army has changed a little bit in the last 20 years.

There are also “pure” Army civilians who have never been in the military. For these professionals, spending time “in the field” has a different effect.

How can you get “green?” You can do anything from observing training exercises at Fort Benning’s McKenna Mobile Operations Unit Training site or Fort Polk’s Joint Readiness Center to participating in the Army’s physical fitness program and taking the Army Physical Fitness Test (APFT).

Faculty members at AMSC have participated in greening activities over the years to enhance their professional development, as well as to add relevancy to the curriculum. Students have also participated in greening activities integrated throughout the curriculum. Most familiar to our graduates are the Gettysburg Staff Ride and the APFT.

Greening is an invaluable part of the Department of the Army civilian leader development program. Find out what your organization is doing to train and develop strong, adaptive and innovative civilian leaders.

Research, Development and Consulting

Research, Development and Consulting . . . Oh my!



Roy Eichhorn

By Roy Eichhorn

Research and Development Director

Well, it isn't lions and tigers and bears, but Army Management Staff College's newly organized Research and Develop-

ment (R&D) directorate does seem to have its parallels with the "Wizard of Oz."

For example, it draws some of its expertise from Kansas.

It will offer people the opportunity to take a journey into strange terrain, see unusual things, and solve unusual problems.

Research and development will also allow the travelers to discover that all along they were already doing the very things that they were unsure they could do, and they will be able to show others how they can free themselves.

For us, the "D" is the bigger part of R&D.

The research and consulting mission is an important feature that allows us to acquire more expertise in a content area.

It allows us to collect information to flesh out what isn't in books — something particularly important to the generating force of the Army, which has very little centralized doctrine and is also transforming.

The research will feed the classroom to keep curricula current and accurate and feed the consulting function with more breadth and depth. It helps the college maintain its relevance.

Research flows into consulting and vice versa. In recent years, the college's consulting often resulted in specialized training that wasn't otherwise available.

While we may still do some of that, we are going to reach deeper into our heritage and revive the kind

of consulting that helps decision makers obtain good factual data and information and organize that information, solve problems and implement decisions.

We won't be substitutes for the decision makers, but instead we will be analysts, coaches, mentors and sounding boards.

These are things the AMSC faculty at both campuses has done for years, but now we will take it on the road and "service what we sell." We will also be doing more than just a revival.

The new consulting program will include a more robust executive coaching element.

Eventually we will have close ties between the research and the consulting that will allow us to spiral up in the development of all the college's mission areas.

Since August, the AMSC faculty has conducted research and/or consulted in a wide variety of areas. Some examples are tactical deception; logistics in the Civil War and their lessons for today; experiential and problem-based learning; critical thinking for intelligence analysts; organizational analysis and team building; peer assessment; and strategic planning.

The list will continue to grow, and we invite your inquiries.

Do you have some topic that needs looking into?

Need to find people facing problems similar to yours?

Want a second opinion on something?

The shop is open for business, and the products are limited only by imagination.

For an appointment call (703) 805-4777, DSN 655-4777 or e-mail: roy.eichhorn@us.army.mil, and we will review your case.

Academic Center

News from Fort Leavenworth



Keith Harker

By Keith Harker
Civilian Education System Professor

This “News from Fort Leavenworth” column will appear regularly as part of our growing *AMSC News* to highlight “what’s goin’ on” at Fort Leavenworth.

This initial submission sets the context of the major changes we are experiencing and highlights a number of projects that may be great subjects for future columns.

So . . . what’s happening at Fort Leavenworth? In a nutshell, only the most significant change in the last 48 years!

The Command and General Staff College (CGSC) is moving from its current location in Bell Hall to its new home—the state-of-the-art, \$115 million Lewis and Clark Center.

By July, the move will be complete and classes will begin for the new Intermediate Level Education (ILE) course starting in August.

Amidst the whirlwind of activity associated with this move, we are conducting a busy class schedule, which includes seven CES Basic Courses, at least

three Intermediate Courses and 69 Intern Leadership Development Course (ILDC) classes. More importantly, launching and supporting the CES at Fort Leavenworth means a total transformation for us — from getting a new boss, to reorganizing internally to support the CES course structure, to updating, changing, and coordinating registrar and budget procedures.

It also means working with contractors to develop Basic Course distributed Learning (dL) lessons, coordinating with the CGSC for future classroom and administrative space and working with numerous garrison activities and other Army agencies to determine how to best support the students in the new CES program.

Issues currently under examination range from billeting to transportation and IT support to emergency healthcare procedures.

With patience, other successes are sure to follow. John Plifka, Basic Course director, has labeled fiscal year 2007 as the year of “Launch and Learn.” The AMSC team is doing just that . . . making it happen and learning and improving as we go!

What the students are saying:

“Instructors were very influential in my learning experience here.”

**-Kayleen Flores,
Basic Course alumna**



“You’re shaping the future of leaders in the Army. Now’s the time to try to shape up the workforce from bottom to top.”

**- Juan Lemus,
Basic Course alumnus**

Academic Center

Educating the Army Civilian Corps Pentathlete equals leadership coming to life



Bob Ingram

By Bob Ingram

Civilian Education System Professor

Where do we begin the education of the Army Civilian Corps “Pentathlete”— a person who has integrity, character, confidence and commitment, in addition to

being innovative, adaptive, empathetic, positive, an effective communicator, professionally educated and dedicated to lifelong learning?

The short answer is we begin with the CES Basic Course.

So how does the CES Basic Course accomplish this?

It begins with the question, “What is leadership?” This fundamental question is posed throughout the course — from the distributed Learning (dL) phase to the resident phase to student’s return to his or her home station and beyond. How does the student answer that question for him or herself?

The Army says, “*Leadership* is influencing people by providing purpose, direction and motivation while operating to accomplish the mission and

improving the organization” (FM 6-22, Army Leadership, 24 July 2006).

Each Basic Course student has the opportunity to see how his or her own personal leadership philosophy aligns with the Army’s Leadership Doctrine and receives feedback from his or her peers and faculty on how influential he or she is as a leader.

Influence is achieved through building and maintaining relationships.

The Basic Course student is afforded many opportunities to build and maintain relationships while working on tasks that educate on the intricacies of relationships, group development and building teams.

The student learns just how much effective relationships, interpersonal effectiveness and task accomplishment are interwoven and mutually supportive when it comes to leadership.

But it doesn’t stop there.

Stay tuned to the next AMSC News for more about the Basic Course to see how it addresses “*Leadership and Management*.”

“The class lets you see leadership in a different light.”

-Steve Blanchard, Basic Course alumnus



Pentathlete:

“A person who has integrity, character, confidence and commitment, in addition to being innovative, adaptive, empathetic, positive, an effective communicator, professionally educated and dedicated to lifelong learning.”

-Bob Ingram, CES Professor

Leader inspired Medal of Honor recipient

*By John L. Harrison, Sr., SPHR
Civilian Education System Professor*

Congress designated March 25 of each year as National Medal of Honor Day, a day dedicated to Medal of Honor recipients. The date was chosen in commemoration of the first Medals of Honor awarded to six members of Andrews' Raiders on March 25, 1863. In noting this upcoming day, it reminds me of a chance meeting I had with one of our surviving 112 Medal of Honor recipients. It is an interesting story – and speaks to the importance of leadership and setting high standards for your team.

I was visiting a bookstore in Fort Leavenworth, Kan. in October 2006, where the owner was preparing for a book signing by several Medal of Honor recipients living in the local area, highlighted in the book, "Medal of Honor: Portraits of Valor Beyond the Call of Duty." In our discussion, I was regretting out loud my disappointment about having to get back to Washington, D.C., prior to the session, since I wanted to meet these gentlemen, hear their recollections and ask them about their role models.

The owner, after hearing this, said, "Well, why don't you ask

Chuck – he is one of them and he is right next to you." There, next to me, stood Lt. Col. (Ret.) Charles 'Chuck' Hagemeister, who had heard my comment and said he just happened to have a few minutes for another old Soldier. I'm glad he did.

Then, Spc. Four Hagemeister received the Medal of Honor as an Army medic while serving with the 1st Cavalry Division (Airmobile) on March 20, 1967.

On that day, he found himself part of a

failed rescue operation, where all of the formal leadership was dead or "down" – and as described in the book, "he knew he would have to take charge." So, this 21-year-old Soldier spent the day acting in numerous roles all at once: medic, infantryman, squad leader, platoon sergeant and platoon leader among others. Hagemeister says his survival that day had a great deal to do with his first sergeant. That NCO — 1st Sgt. West — believed every Soldier in the unit, no matter what their rank or specialty, had to be able to per-

form every duty – and he made sure they could. So, Hagemeister's ability to establish a perimeter, use all the weapons, call in air support, and fight was drilled into him, even though he was a medic, and when the time came he was ready for anything — and had the confidence to get others ready and moving, too. When I asked him how a medic could do what he did that day, his face lit up and it was the first sergeant he mentioned first . . . with energy and respect. In short, the first sergeant, in his own way, inspired and influenced this young Soldier and saved many lives. It was a moving tribute to his mentor from many years ago that remains with me as an example of excellence. As we celebrate National Medal of Honor Day, let's remember the role that 1st Sgt. West's leadership played in the days leading up to March 20, 1967.

In doing so, we not only honor all those who received the Medal of Honor over its history, but we also envision those leaders who made a difference in their lives. None of us may ever inspire a man or woman to such heights, but each of us has the potential to help others succeed. Remember, leaders 'inspire and influence' others towards excellence . . . just like 1st Sgt. West.



Academic Center

DEAN from Page 5

short course created “to get the latest and greatest in leadership management and Army structure,” to bridge the gap.

Second, Raymer would like to see the Research, Development and Consulting Program expanded.

“We need to create a strategic approach to how we provide those services to the field,” Raymer said. The approach would include a marketing plan and consulting certification program for faculty.

Third, Raymer would like to enhance the Faculty Development Program and have a faculty certification program.

AMSC already has pieces of the program.

After listing her goals, Raymer reflected on the significant roles of Army civilians.

“They’re becoming more and more a part of our DoD systems,” Raymer said of civilians. “We do have an important role to support the Soldier. I want to be a part of that.”

SBLM NR from Page 7

students’ formal education experience in the NR Program.

The NR Program had many senior leader advocates and supporters over the years.

This year’s class is no exception.

These senior leader mentors have remained vigilant with their personal and professional oversight, sage advice and guidance.

Their personal and professional dedication to the development of the Army’s future leaders continues to be a strong catalyst for leader education and AMSC. One of the most ardent and out-

standing senior leaders has been Tom Edwards, Army G-4 Assistant Deputy Chief of Staff.

During the initial development, evolution and implementation of the NR Program, Edwards served as the AMSC Executive Agent at U.S. Army Training and Doctrine Command.

His personal commitment and dedication to leader education was instrumental in the successful creation and development of the NR Program.

It is only fitting that he will be the graduation speaker to close out the current class and the

SBLM NR Program at AMSC. There is little doubt that NR Class 2007 graduates and all NR graduates before them will continue to be leadership assets for their organizations and the Army for years to come.

The special SBLM NR graduates experienced a unique and demanding academic program, designed to embrace current learning and establish self-directed learners.

Thus, the SBLM NR chapter closes with resounding success for the 2007 Class and all those who preceded them on the journey.

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IMCOM with an informal rating of the staff’s CPX performance based on observations made by the training team.

The third IFPEX component is a web-based, force protection training package that is being developed to satisfy the training needs of locations that are considered too small to justify the expense of on-site seminars and CPXs.

This export training program will consist of functional lessons and scenarios or vignettes that can be used by commanders to teach and test their staffs in a way that mimics the seminars

and CPXs, but costs much less to deliver.

The initial online version of the export training program is scheduled for release in late July 2007.

It will be updated every 100 days as doctrine evolves, lessons are learned, best practices are observed and new information becomes available.

All three IFPEX components are being developed and delivered to the Army by Team IFPEX, the college’s MPRI-SAIC contractor team. The AMSC Command Programs faculty team provides a Contracting Officer’s Representative or

faculty observer at each of the 68 annual training events — 34 seminars and 34 CPXs — for management oversight and quality assurance of the program.

These observation visits give our faculty members an opportunity to collect bright ideas that can be highlighted in our classrooms for future Command Programs students.

Outcomes from the first four installations to receive IFPEX seminars and CPXs — Forts Riley and Hood, the Presidio of Monterey and Camp Humphreys, Korea — were uniformly positive.

From the Editor's Desk

AMSC hits the road

By Jennifer Brennan

Marketing Specialist/Public Affairs Officer

Army Management Staff College literally hit the road just days after launching the Civilian Education System on Jan. 22, 2007.

Jan. 30 marked AMSC's first CES Town Hall, drawing civilians and Soldiers from Fort Belvoir and the Northern Virginia area.

Since then, the response has been overwhelmingly positive from fellow Department of the Army organizations. Many called requesting a CES Roadshow. The first CES Roadshow was at Fort Myer Military Community Feb. 12. Commandant Col. Garland H. Williams made a CES presentation to about 100 civilians who were interested in the new leadership development program. It wasn't long before Williams traveled to Las Cruces, N.M. from Feb. 20-23, where he delivered two CES presentations at the American Society of Military Comptrollers Conference.

At Fort Belvoir, tenants welcomed the roadshow with open arms, gathering senior leadership, training coordinators and employees together for town halls and briefings. The word is getting out about the CES thanks to roadshow presentations at U.S. Assistance Security Command, Headquarters, Army Material Command; DeWitt Healthcare Network; Fort Belvoir Headquarters, Headquarters Battalion (CES presentation by Steve Wilberger, deputy commandant) and Center for Army Analysis.

In March, AMSC was an exhibitor at the AUSA Winter Symposium in Fort Lauderdale, Fla. Director of Educational Services Arthur McMahan, Ph.D., Williams and



Photo by Jennifer Brennan

Claude M. Bolton, Assistant Secretary of the Army for Acquisition, Logistics and Technology, stops by the Army Management Staff College exhibit at the AUSA Winter Conference in Fort Lauderdale, Fla. Williams talked to Bolton about the CES.

his wife Kathy Williams, and myself presented CES information to Army civilians, senior leaders and contractors from all over the world.

It was definitely a wonderful opportunity to market the CES, and we look forward to setting up an exhibit at the AUSA Installations Symposium in Kansas City, Mo. from April 17-19. Williams' most recent roadshow stop was March 21 at the U.S. Army Corps of Engineers in Washington, D.C.

We have more on the horizon, and we welcome more stops -- perhaps at your organization.

Please send us your feedback and your ideas.

We are one-third through our pilot year, and we welcome your input so we can ensure we deliver the best Civilian Education System for you!



My computer NEVER works!



And my mouse is broken too.



Wait, this isn't my mouse.

"Wisdom is not a product of schooling but of the lifelong attempt to acquire it."

- Albert Einstein

Cartoon by Ted Fanning, AMSC News Cartoonist

In Loving Memory



LaNita Lynn Meeks

June 20, 1949-March 8, 2007

Army Management Staff College lost two members of the family that were very dear to us — LaNita Lynn Meeks and Peggy Bell-Achigbu.

Meeks joined AMSC in November 1999, and her last assignment was working in the Operations Cell. Bell-Achigbu came to AMSC in September 2005 as an educational technician for Sustaining Base Leadership Management.

Both were dedicated to the AMSC mission.

“LaNita Meeks was a colleague who was dedicated to taking care of the people and the mission at AMSC. She was always willing to share her knowledge and eagerly implemented positive changes. She treated us to tasty food items at various celebrations and gave us her recipes to enjoy. Her great love of her grandchildren was evident in the photos positioned around her workstation. She was a friend and will be missed,” said Jane Turner.

Bell-Achigbu’s dedication was shown through her actions. She was always concerned about the end product of a project, according to LaJuanda Gray-Parks, educational technician.

Gray-Parks described Bell-Achigbu as “fun to work with, very knowledgeable, reliable and meticulous in a good way. She was “always ready to help others.”

“Peggy Bell-Achigbu, in her quiet, unpretentious way, and in spite of her health problems,



Peggy Bell-Achigbu

January 20, 1967-January 8, 2007

was one of the most productive employees at AMSC. She quickly learned what needed to be done, proceeded to complete that work effectively and efficiently and then looked for more. She stood out to me because she was so personable and competent. Peggy was always willing to use her many talents and skills to assist others,” Turner said.

Jani Dundon, Fort Leavenworth Campus administrative support assistant, said, “Although we at the Fort Leavenworth Campus did not start our working relationship with Fort Belvoir until recently and most of my dealings with LaNita were over the telephone, I will always remember her as a very friendly person who always provided the help and assistance I needed. It was a pleasure to know her, if only for a short time.”

“LaNita brought joy to the Operations Cell: vibrant and colorful, she knew what it took to do the right things, at the right time and for the right reasons . . . she embodied our battle rhythm,” said Supervisory Executive Officer Valman Cummins.

The staff and faculty will miss both members of the team.

“LaNita, you always pitched in to make things better for others,” said Deanie Deitterick, AMSC Editor. “Peggy, I will always remember the fun we had laughing and talking in my office. Thanks for the memories!”